

Performance Management Guidelines 2024

January 2024



let's connect

What is Performance Management?

Performance Management is an active partnership between managers, employees and the JSE, that enables JSE employees to be fully engaged and reach their full potential through:

Growth In current Role

- Growth in current role and responsibilities
- Setting and updating goals and expectations
- Identifying job knowledge, skills & competencies to develop

Advancement toward future opportunities

- Growth towards future opportunities beyond current responsibilities
- Setting goals that expand knowledge, skills, experience, and overall career
- Identifying opportunities to contribute to broader organizational needs and priorities

Enhancement of Employee Engagement

- Contributing to a supportive and inclusive environment
- Engaging in ongoing performance and development conversations
- Supporting individual development and career interests
- Providing opportunities for meaningful work
- Recognizing contributions and achievements

Performance Management Outlined

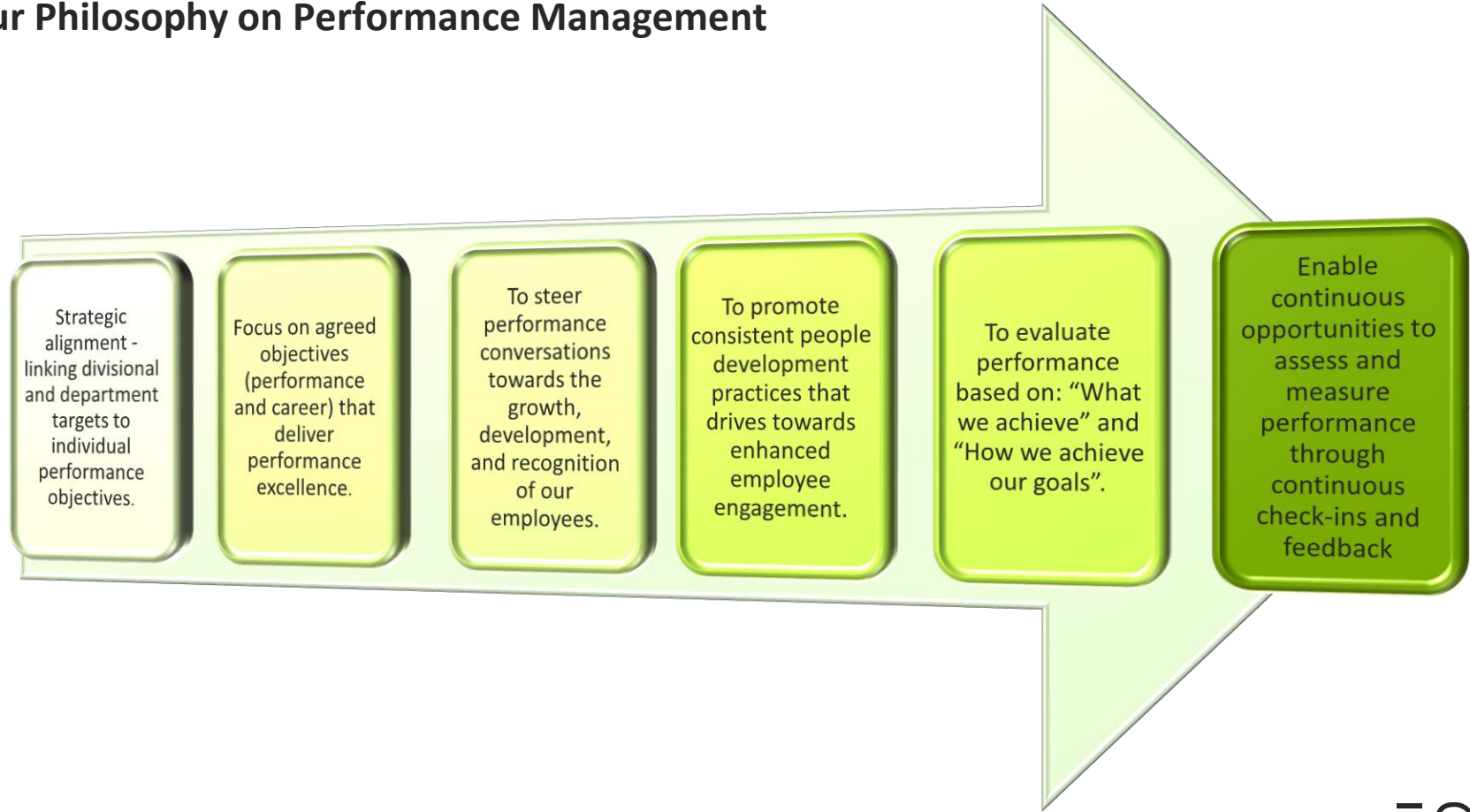
**Why
Performance
Management?**

To successfully deliver the JSE business strategy, we need our people to be at their best, consistently delivering exceptional performance as individuals and as teams.

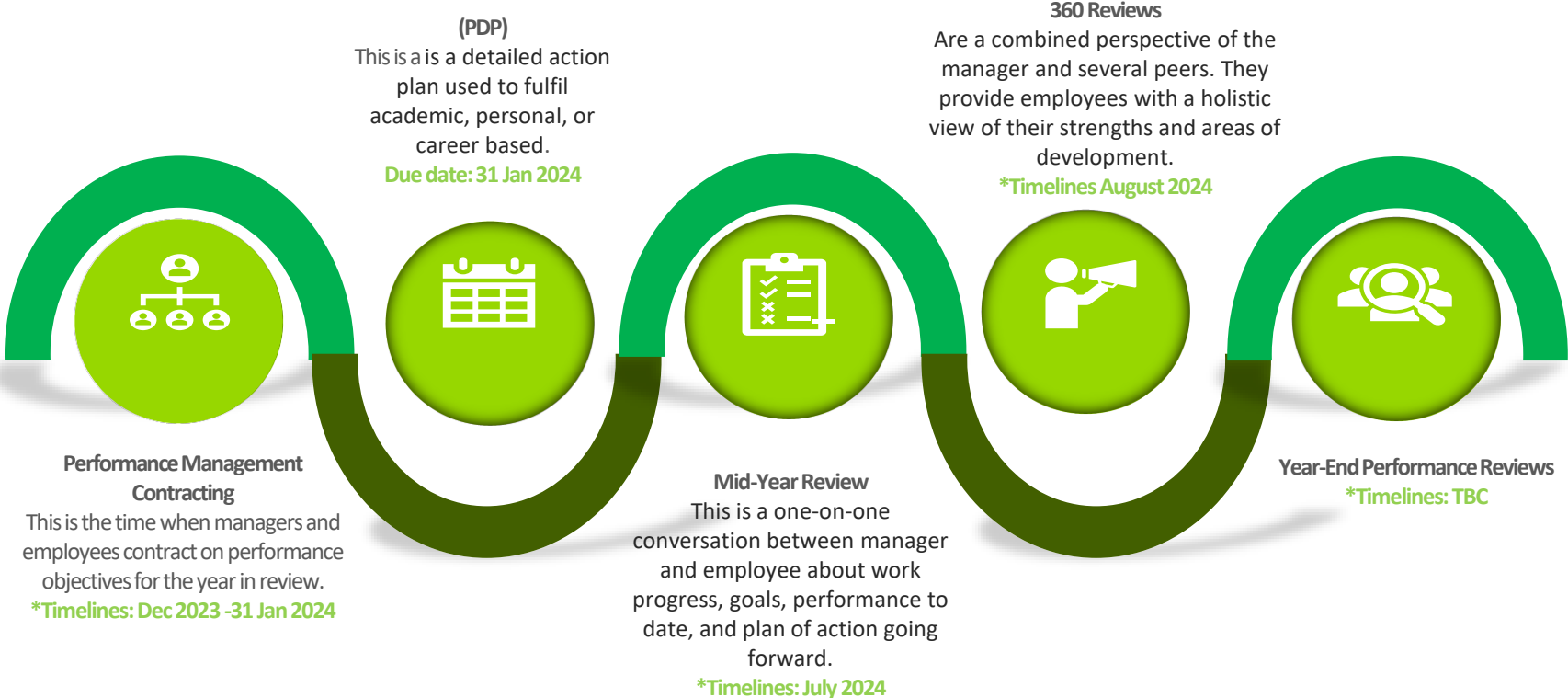
**How it is applied
at the JSE?**

The JSE Performance Management Process gives managers and their direct reports an opportunity to set objectives, expectations, alignment of goals with business strategy, assessing results and focusing on employment development through ongoing check in conversations.

Our Philosophy on Performance Management



Performance Management Roadmap



*TIMELINES ARE TENTATIVE

Performance Management Roadmap

Performance Contracting: (December 2023 to 31 January 2024)

- It is imperative that individual performance contracts are aligned with the Corporate Scorecard. The Corporate Scorecard represents our strategic priorities and key performance areas that we have identified as critical for our continued growth and success.
- By cascading the Corporate Scorecard into individual performance contracts, we create a direct link between individual contributions and the overall success of our company. This approach enables us to work towards a common purpose, enhances transparency, and facilitates a cohesive and unified work environment.
- In addition to the Corporate Scorecard Key Performance Indicators (KPIs) that measure your job-specific goals and targets, Behavioural KPIs such as the JSE Values (For all Employees) and the Leadership Brand (For D3 and above) are also incorporated into the performance contracting and review process.
- By incorporating behavioural elements into the performance evaluation process, we aim to recognize and reward not only the achievement of targets and objectives but also the demonstration of our company's core values and leadership qualities. This will help foster a culture of excellence and integrity within our organisation.

Performance Management Roadmap

How Behavioural KPIs will be assessed:

- **Clear Expectations:** Managers will communicate the behavioural expectations and KPIs specific to each role during the performance contracting process.
- **Ongoing Feedback:** Throughout the review period, managers are encouraged to provide regular feedback on behavioural performance, highlighting areas of strength and areas for improvement. This feedback will help employees understand how their behaviours align with the organizational expectations.
- **Moderation Process:** At the end of the review period, managers will use the behavioural KPIs and 360 Feedback Report as moderators to assess the overall performance score. This ensures that behavioural performance is appropriately considered in the final review.

Performance Management Roadmap

Contracting is done through setting Objectives as follows:

C=Challenging	Are the objectives focused on identifying what success looks like?
S=Specific	Is the objective precise and well defined? Is it clear? Can everyone understand it?
M=Measurable	How will you know when the task has been completed? What evidence is needed to confirm the completion? Have you stated how you will judge whether it has been completed or not?
A=Achievable	Is it within your capabilities to complete? Are there sufficient resources available to enable this to happen? Have you relied on someone else or some other thing to occur before you can complete the objective? Can the objective be completed at all?
R=Relevant	Is this objective directly supportive of the business unit objectives? Is it possible for you to perform the objective? How appropriate is this objective in the current business context?
T=Time-bound	Is there a deadline? Is it feasible to meet this deadline? Is it appropriate to do this work now? Are there review dates?

Performance Management Roadmap

Defining the Rating Scale for each KPI:

Performance does not meet the standard expected for the objective.

P – Poor Performance

Performance is below the standard required for the objective.

I – Improvement Required

Performance meets the standard expected for this objective.

M – Meets Expectations

Performance is much higher than the standard expected of an employee for this objective level.

E – Exceeds Expectations

Performance significantly exceeds the standards expected of an employee for this objective at this level.

X – Exceptional Performance

- Managers and Employees must establish and agree upfront during the contracting phase what “Meets”, Exceeds, and “Exceptional” Performance means.
- By defining these criteria in advance, we can ensure that everyone is on the same page and understands what is expected to achieve each level of performance.

Performance Management Roadmap

The 360 Feedback Process:

Phase 1: Rater Selection by Employees

Phase 2: Manager Review and Approval of Raters

Phase 3: 360 Rating commences

Phase 4: 360 Feedback Reports available

Performance Management Roadmap

The 360 Feedback Process:

- Objective of the 360-feedback Process is to gain a holistic view of performance and provide valuable insights and feedback to individuals, allowing them to enhance their professional growth and development.
- A crucial aspect of the 360-feedback process is the selection of raters. It is essential for employees to choose the correct raters who can provide a comprehensive and well-rounded perspective on their performance. These raters typically include the employee's manager, subordinates, colleagues, and customers. The feedback received from managers, subordinates, colleagues, and customers can offer different perspectives and shed light on various aspects of an employee's performance.
- To ensure the credibility and accuracy of the feedback, managers will play a crucial role in moderating and approving all raters chosen by employees. This step is important to maintain fairness and prevent any bias in the feedback process. Managers will review the selected raters to ensure that they are appropriate and relevant to the employee's role and responsibilities.
- We believe that the 360-feedback process will provide valuable insights for professional growth and development. It will allow individuals to understand their strengths and areas for improvement from multiple perspectives, fostering a culture of continuous learning and improvement within our organization.

We encourage all employees and managers to actively participate in this process and provide honest and constructive feedback. Remember, the purpose of this feedback is to support each other's growth and development, and ultimately contribute to the success of our organization.

Performance Management Roadmap

The Performance Management Review Process: (Mid-Year: *1 -31 July 2024; Final -Year:*1-30 October 2024)

- Historically, only the Final Performance Reviews were formal, whilst the Mid-Year Review process was viewed as an informal step to assess performance. To further strengthen, our Performance Management system, we will be making Mid-Year Reviews a formal and compulsory part of our Performance Management processes.
- The Mid-Year Performance Management Review allows both Managers and Employees to connect and review the first half of the year, celebrate achievements, and identify areas of improvement, whilst setting goals for the remainder year ahead.
- The Final-Year Performance Management Review is last review for the year. Employees are encouraged to prepare well in advance with a Portfolio of Evidence. The final ratings undergo 2 sets of moderation: Manco and Exco
- In addition to the formal review processes, we encourage regular performance reviews and feedback sessions between Managers and employees to monitor progress, provide guidance, and address any challenges that may arise. This collaborative process will enable managers and employees to work together towards achieving their individual targets while contributing to the broader success of the company.

***Dates are tentative**

Crucial Departure Points

Ask Yourself

Do I know what performance management means at the JSE and has the phases of the processes been outlined?

Is it clear what is expected? Are objectives specific, accurate, and results oriented?

Are your divisional/department's objectives/goals reflected in the objectives.

Are there any obstacles to meeting your expectations of objectives? Can these obstacles be overcome?

Are there any objections to the proposed objectives and corresponding results expected?
If so, have these been resolved?

Is it clear how performance will be judged through the results? Are these expectations realistic? Achievable?
Timely?

Do you still have questions? Have you contacted HR for further clarity?

Performance Management online Portal

The Performance Management online portal can be accessed by clicking on the following link:

[Performance Contracting 2024](#)

- The Portal was developed for simplicity, user friendliness, accessibility, and an enhanced employee experience.
- Employees can download the PM and PDP templates, complete with their 2024 Objectives, Goals KPA's and KPIs and upload back onto the portal for the Manager Review Process.
- A playbook for Employees and Managers has been developed to help you navigate the portal.
- For further assistance, contact Venashree McPherson (venashreem@jse.co.za) or your HR Manager.

Performance Management Questions

- If you have any questions or need further clarification, please do not hesitate to reach out to your HR Manager, (Mbali Manana or Refilwe Maboea) or alternatively Venashree McPherson in the L&D Team.
- If you are experiencing technical challenges with the portal, please email Vijaya Patil, with Log-IT Service Desk in copy.